

EBU

OPERATING EUROVISION AND EURORADIO

ANNUAL REPORT 2012-13

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EBU, OPERATING EUROVISION AND EURORADIO

OUR MISSION: TO MAKE PUBLIC SERVICE MEDIA INDISPENSABLE

The EBU is the world's foremost alliance of public service media organizations, with Members in 56 countries in Europe and beyond.

The EBU's mission is to defend the interests of public service media and to promote their indispensable contribution to modern society. The EBU is a world-renowned benchmark of media industry knowledge and expertise, particularly in broadcast technology and innovation, training, research and European media law.

The EBU operates EUROVISION and EURORADIO.

EUROVISION is the name under which the EBU produces and distributes top-quality live sport and news, as well as entertainment, culture and music content. Through EUROVISION, the EBU provides broadcasters with on-site facilities and services for major world events in news, sport and culture.

EURORADIO is the name under which the EBU enhances and promotes public service radio to ensure that it remains a key protagonist in a multimedia world. This is achieved through the exchange of music, professional networking and the active promotion of digital and hybrid radio.

The EUROVISION and EURORADIO broadcasting network, which combines satellite and fibre, is the largest and most reliable in the world directly plugged in to public service media everywhere.

www.ebu.ch and www.eurovision.com

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SCANNING THE HORIZON



The media landscape continues to grow and evolve as new delivery platforms and changing patterns of media usage transform the competitive environment. Increasingly, public service media (PSM) are competing with conglomerated global giants that are less numerous than our traditional competitors, yet more powerful.

Within this new media landscape, the creation of original content reflecting the diversity of our world will become ever more important and more challenging.

How do we adapt to ensure the primacy of PSM and maintain our reputation as the providers of distinctive, high-quality content for our culturally diverse audiences on all media platforms? How do we promote our values and serve our viewers and listeners?

These are questions that will be addressed in the next 12 months through Vision2020, a project for Members and launched by the Executive Board at the 2012 EBU Summer General Assembly.

This project is well under way and will yield valuable analysis of trends and best practices in the coming months. This project provides Members with a valuable opportunity to learn from one another and ensure the future relevance of PSM in 2020 and beyond.

Equally central to the future of PSM is the continual follow-up to the Declaration on Public Service Media Values that Members unanimously embraced at the 2012 EBU Summer General Assembly.

These values unite us and they set us apart from the rest – a reminder that we are working for citizens, not for shareholders; for democracy, not for profit.

For that reason the Values were transposed into a set of guiding Editorial Principles adopted at the 2012 EBU Winter General Assembly. We look forward to undertaking further actions with Members to give these values life.

The success of both these projects depends on the active engagement of you, our Members, and I trust that we can count on your support to make these the cornerstones of secure, independent PSM.

Jean-Paul Philippot
EBU President

SERVING THE COMMUNITY



2012 was a big year for the EBU. We delivered the UEFA EURO 2012™ European Football Championship, the London 2012 Olympic and Paralympic Games, and organized facilities for broadcasters at both. At the same time, we tied up valuable new rights contracts, including for the FIFA 2018 and 2022 World Cups™ and the Vuelta a España.

Our transmissions business also stepped up a gear when we signed major partnership deals with UEFA and the NBA – big hitters that have entrusted EUROVISION with all of their precious live coverage.

Innovation is at the forefront of our endeavours and the revolutionary potential of our Framework for Interoperable Media Services project (FIMS) was rewarded with the 2012 IBC Judges' Prize in August. We've fostered advances in the development of MPEG-DASH, the streaming format that's optimized for delivering content to multiple devices on multiple platforms; the adoption of our recommendation on Loudness normalization has continued to spread across Europe.

The Media Department has settled in and begun its vital task of leading the multiplatform, collaborative approach that is key to the future success of public service media. A prime example was EUROVISION's *Why Poverty?* Day, which engaged 40 EBU Members in multiplatform programming.

Two further projects are worthy of mention. In a changing world, what could be more important than to help Members make smart, sustainable decisions that confirm the relevance of PSM to a democratic society? Project Vision2020, complimented by a focus on PSM values, will help PSM navigate the future.

To that end, the European Union has entrusted the EBU with strengthening public broadcasting in EU accession countries. In March, the EU unlocked funding to support the reform of public broadcasting and promote its sustainability in countries that aspire to join the European Union, in accordance with the Memorandum of Understanding signed in July 2012.

Elsewhere, we continue to strengthen the EUROVISION network through the Future Network Architecture News & Radio Mandatory Network project (FNRMN). This will give the News Exchange a new, future-proof system that is as comfortable with file transfer as it is delivering live news in high definition. A small pilot project with Members is planned for late 2013.

Financially, we are stronger and the ship is steady as we plot our course with a cautious confidence that has not gone unseen by our Members. Their record attendance at both the summer and winter General Assemblies is a testimony to their engagement.

Ingrid Deltenre
EBU Director General

VISION2020: A JOURNEY IN PARTNERSHIP

In October 2012, the EBU launched Vision2020, a pre-emptive quest for knowledge relating to media consumption, the media value chain, the media market, demographics and government policies.

The success of Vision2020, led by former NOS Director General Ruurd Bierman, lies in the collaborative spirit that typifies the EBU – the active participation of Members, to identify:

- how we remain indispensable to our audiences and stakeholders in 2020
- the role of PSM in future European society
- how audiences can come to recognize PSM content among a deluge of media offerings
- how PSM can engage in productive and meaningful conversations with their audiences, in particular young people
- how PSM can maintain its reputation as a provider of distinctive, reliable and high-quality content

MEMBER INSIGHT

Specialists from the Membership have been recruited to create experts groups in the areas of:

- Content & Audience
- Distribution, Technologies & Audience
- Governance, Funding, Role & Remit

These groups, drawn from respective committees, are charged with analysing the major issues facing radio, television and multimedia, and to search out new ideas on PSM.

Debate is intense. Best practices are being collected, external opinion sought, and a video resource archiving the opinions of PSM leaders is available to all on the Vision2020 project page of the EBU website.

The intention is for Members to benefit from what the EBU does well – eliciting and sharing the collective experience of an experienced broadcasting community. Learning from each other.

The project will use these findings to deliver strategic recommendations designed to help EBU Members refine and develop their strategies.

In the final phase, scenarios will be drawn using best practices and new ideas. This will include the likely impact for the EBU, and these conclusions will form the basis of a strategy for how to best serve Members in the coming years.

Discover more:

<http://go-eurovision.com/cms/vision2020>

CONTRIBUTING EXPERTISE

The Media Intelligence Service (MIS) has been on board the Vision2020 project since the outset. Its contribution has been to help design a research strategy and feed data to the experts groups analysing the evolution of the audiovisual sector and potential scenarios for 2020.

In the months that follow, MIS will benchmark market indicators, analyse best practices and compare national cases in order to contribute to the final project forecast.

SPEAKERS' CORNER

During the 2012 Winter General Assembly in Geneva, the EBU invited Members to reflect on the future.

"To build trust, you have to realize where your audiences are. And they are out there on social media. We are traditional media. And if we are going to wait for the audience to come to us, we are in big trouble."

Cilla Benkö – Director General
SR, Sweden

"The challenge for PSM in the years to come is financial. The main task of management is to establish and find economic stability."

Claudiu Sattoiu, President
Director General, TVR Romania

"I think we face the same challenges as other PSM in Europe, and that is changes in the audiences and the media consumption patterns of the younger generations. And I don't mean teenagers; I mean young adults."

Ismo Silvo, Director of Media,
YLE, Finland

"We are a small country, (and there are) about two million Slovenian speaking people. I think we are indispensable because we create special content, which is language and culture oriented."

Marko Filli, Director General,
RTV Slovenia

"To develop a clear vision of where to go and where to be in 2020 requires the capacity to be self-critical."

Jürgen Burggraf, Head of ARD
Brussels Office, ARD Germany



Vision2020 project leader Ruurd Bierman on stage at the 2012 Winter General Assembly, Geneva

VALUES THAT SET PSM APART

What distinguishes PSM from other broadcasters? A focus of last year's Summer General Assembly in Strasbourg was the unanimous endorsement of a declaration recognizing the role PSM play in empowering society.

The Declaration singles out six values that unite and distinguish Europe's largest union of broadcasters in the digital era:

- **universality**: to reach everyone, everywhere
- **independence**: to be trusted programme-makers
- **excellence**: to act with integrity and professionalism
- **diversity**: to take a pluralistic approach
- **accountability**: to listen to audiences and engage in meaningful debate
- **innovation**: to be a driving force for innovation and creativity

Since then, the Declaration has become the basis of broader values-related strategies. With encouragement from Members and led by former Editor-in-Chief of NOS News (Netherlands) Hans Laroes, the News Committee developed a set of Editorial Principles and sample Guidelines to steer Europe's PSM.

The Principles, endorsed by the 69th Winter General Assembly in Geneva, require PSM to perform their professional duties in a way that is:

- impartial and independent
- fair and respectful
- accurate and relevant
- connected and accountable

These documents have become working tools that are used to support a variety of Member causes – be it to encourage solidarity, achieve sustainable funding and independence, or set editorial standards.

Now the project leaders are focusing on a programme of implementation, and working on values-based proposals they will present for debate at the 2013 Summer General Assembly in Malta.

The EBU Executive Board has launched the next stage of the core project, which is the development of the self-appraisal of PSM performance, based on the six adopted values. This new tool, to be adapted by the end of 2013, will be a guide to evaluating quality and performance of PSM.

PRACTICAL HELP

EUROVISION ACADEMY has been working with the project team and Members to develop training courses based on the Declaration's ideals.

Through Network & Learn and other programmes, it demonstrates to Members how the PSM Values can nurture public service programming and broadcasting. EUROVISION ACADEMY has been a key catalyst in spreading the message and rolling out the values on an operational level.

VALUES AT WORK

EBU Members are building public service strategies around the Declaration on Core Values. In 2012, the document was used to underpin public service missions by several Members including ENRS (Algeria), RTBF (Belgium), ORF (Austria), HRT (Croatia), RTV (Slovenia) and YLE (Finland).

SOLID LEGACY

"I am convinced that the adoption of the Declaration will be among the most enduring of EBU achievements of the last decade. In particular Members struggling with political and economic pressure have long called for a document defending and sustaining PSM independence, for the definition of norms uniting our membership and differentiating us from others on the market.

"During my work in Moldova and Montenegro, and through contact with colleagues in Croatia, Serbia and Kosovo, I have learned how important and useful this document is to broadcasters in meeting daily challenges."

Boris Bergant,
former EBU Vice-President

Discover more:
<http://go-eurovision.com/cms/values>



EXCLUSIVE CONTENT

The EBU provides exclusive sports, news and music content, as well as entertainment formats and coproductions, that all enhance the distinctiveness of our Members.





THE BUSINESS OF SPORT

“This year we have achieved success because we have innovated. Today we represent a ‘one-stop shop’ for our partners, offering everything from free-to-air rights management, transmission services, promotion, streaming, host production and marketing rights. 2012 was a heavily operational year for Sports & Business, with the summer unusually packed with top-tier events. The world watched as we delivered on multiservice agreements for the London Olympic Games, the UEFA EURO 2012™ and the European Athletics Championships, in Helsinki.”

Stefan Kürten, Director,
Sports & Business Department

SPORTS RIGHTS

Between spring 2012 and spring 2013, the Sports Rights team signed 14 contracts, including renewals and new business.

Our portfolio now contains 34 rights contracts, with more under negotiation at the time of writing. It is a roster of events that covers the sporting spectrum, but our portfolio is particularly robust in football, athletics, skiing, cycling and swimming.

While rights remain the keystone of our business, ‘full-service’ agreements have become an increasingly important growth area. These contracts go far beyond the simple exploitation of broadcasting rights, integrating a bundle of secondary services, such as promotion, travel, accommodation and commentator facilities; anything that enables broadcasters and federations to work easily and efficiently.

EBU Sports Rights Portfolio in full

CONTRACT	PORTFOLIO	SPORT
2014 FIFA World Cup Brazil™	Football	Football
2018 FIFA World Cup Russia™	Football	Football
2022 FIFA World Cup Qatar™	Football	Football
EUROPEAN QUALIFIERS (qualifying matches for: UEFA EURO 2016™ and 2018 FIFA World Cup Russia™)	Football	Football
FIFA Other Events 2011-2014	Football	Football
FIFA Club World Cup Japan 2012™	Football	Football
Sochi 2014 Paralympic Games	Paralympics	Paralympics
Rio 2016 Paralympic Games	Paralympics	Paralympics
IAAF 2014-2017	Summer	Athletics
EAA 2013-2015	Summer	Athletics
EAA 2011-2015 ex Europe	Summer	Athletics
ASO/Tour de France 2012-2015	Summer	Cycling
Vuelta 2012-2015	Summer	Cycling
Amstel Gold Race 2013-2016	Summer	Cycling
Tour des Flandres 2013-2016	Summer	Cycling
Vattenfall Hamburg 2012-2015	Summer	Cycling
San Sebastián 2013-2016	Summer	Cycling
Dauphiné 2013-2015	Summer	Cycling
FFN Open Paris 2012	Summer	Swimming
LEN 2013-2016	Summer	Swimming
LEN 2017-2018	Summer	Swimming
FINA 2010-2013	Summer	Swimming
FEI 2011-2014	Summer	Equestrian
FISA 2013-2016	Summer	Rowing
ICF 2013-2016	Summer	Canoeing
FIA WRC 2012	Summer	Rally
IHF 2013 (radio)	Summer	Handball
FIS 2011-2013 (Alpine & Nordic)	Winter	Skiing
FIS 2015-2017 (Alpine & Nordic)	Winter	Skiing
OSV 2011-2017 Austrian Ski	Winter	Skiing
FIS Ski Flying 2014-2016	Winter	Skiing
IBU 2010-2014	Winter	Biathlon
ISU 2011-2015	Winter	Skating
EWF 2013-2016	Indoor	Weightlifting
UEG 2013-2016	Indoor	Gymnastics
FILA 2013-2016	Indoor	Wrestling

HOST BROADCASTING

In 2012 we partnered with Finnish broadcaster and EBU Member YLE as host broadcaster for the EAA European Athletics Championships. We put together a team of more than 150 professional production staff – most of them specialists in athletics – to cover every moment of the five-day event.

We were also the exclusive production and distribution partner for the 2012 FIA World Rally Championships. We produced news coverage, three daily 26-minute programmes and one 52-minute ready-to-air programme of the whole series.

Currently we hold host-broadcasting agreements for:

- 2013: IAAF World Athletics Championship, in Moscow, Russia, where EUROVISION is the host broadcaster in cooperation with Russian EBU Member VGTRK
- 2014: In partnership with France Télévisions, the FEI World Equestrian Games, in Normandy, France.

Discover more:
<http://www3.ebu.ch/cms/sports>



HEADLINE NEWS

"A year down the track, the new Media Department is running at speed. News, Radio and Television services have been aligned to meet Members' multimedia needs; the launch of the File Exchange Platform (FEP) for news is fast approaching and the department is awash with ideas: landmark coproductions, and a determination to champion the interests of Members through initiatives such as the Eurochip campaign."

Annika Nyberg-Frankenhäuser,
Director, Media Department

NEWS

Collaboration between Members and EBU Headquarters in Geneva continues to make the EUROVISION News Exchange an unparalleled newsgathering resource. Ever evolving, it offers more material from multiple sources faster and more reliably than before.

Stories dominating the news over the past 12 months were the sudden resignation of Pope Benedict XVI and his succession by Pope Francis, the Eurozone crisis, the escalating conflict in Syria, continuing tension in the Middle East, and presidential elections in France, Russia and the USA.

In total, the News Exchange provided almost 50,000 items and more than 2,800 hours of live transmissions.

GLOBAL EXPANSION

We expanded the geographic scope of our sub-licence agreements, negotiating direct news access to the Sunday morning public affairs shows of NBC, ABC and CBS News in the USA.

For the first time, the News Exchange provided access at no extra cost to CBS's Election Night Programme, on 6 November, in addition to CBS News, CBS Newspath and US Pool lives and edits.

In July, we signed a sub-licence agreement with New Zealand's TVNZ, giving the News Exchange direct access to its material. The benefits soon became apparent with the smooth arrival of dramatic video from the first eruption of Mount Tongariro in 115 years.

The current News Exchange sub-licencees, all of which are expected to contribute as well as receive material, are: CBC (Canada); ARTE (France/ Germany); TV5 Monde (France); NHK (Japan); RTK (Kosovo); TVNZ (New Zealand); CBS, NBC and ABC (USA).

RADIO & TV NEWS CONVERGE

The merger of the Radio News and Television News services began in earnest at ORF in Vienna in September 2012 with the first joint meeting of the Radio News Group and the Television News Committee.

The integration has already led to a more robust Radio News Exchange, a multiplatform approach on Special News Events, and more cross-platform editorial depth.

SOCIAL MEDIA & UGC

The systematic inclusion of social media and user-generated content (UGC), subject to a verification process, has given the News Exchange even more breadth and received some extremely positive feedback from Members.

In this way, Geneva can provide Members' newsrooms with video that has been through checks that seek to reduce the risks inherent in public domain or crowd-sourced video.

While the vast majority of UGC helped tell a more complete story in Syria, it also proved valuable during the Colorado shootings, the London Olympic Games, and the US elections.

SPORTS NEWS

The summer's two biggest sports events in Europe – the London Olympic Games and UEFA EURO 2012™ – brought familiar challenges for the EUROVISION Sports News Exchange; in particular, how to help non-rightsholders to cover these stories when they cannot show action from the events.

Synergies with EUROVISION Special News Operations in Poland and Ukraine for UEFA EURO 2012™ resulted in images of fans arriving for games and atmospheric shots outside stadiums, which were available to Members. And our Sports News crew in London for the 2012 Olympic Games was also active shooting and producing feature stories.

Discover more:
<http://www3.ebu.ch/cms/news>

TRANSITION-TO-FILE

The News Exchange is evolving on several levels, but the main engine of change is the Transition-to-File Project (TTF). TTF will turn the News Exchange into a predominantly file-based system for recorded items, more attuned to integrated multiplatform newsrooms.

The TTF project combines a new contribution/distribution system and newsroom renewal project resulting in an improved and more modern service with easier integration on Members' premises. The key changes and benefits are:

- EVN material is received and offered on journalists' computers via the File Exchange Platform, making easy-to-search material directly accessible to journalists.
- EVNs are accessible remotely both for distribution and contribution via the webpage, which is especially useful to correspondents in the field.
- Unlimited news content will be exchangeable between Members through an online platform known as the M2M (Member to Member) Basket, without Geneva's editorial supervision. Although largely of regional interest, news items contained in the basket will be available to all News Exchange participants.

50,000 news items per year via the News Exchange
2,800 hours of live feeds per year via the News Exchange
250 Special events per year



MUSIC: IN HARMONY

In the past 12 months, the EURORADIO Music Exchange has offered Members the best and the broadest choice. More than 120 Members pooled 4,014 concerts either live via the satellite network, or deferred via the sound files exchange system, an average offering of 10 concerts a day.

Typically, each programme was broadcast by seven EBU Members, which equates to 28,950 transmissions in Europe, North America, and the Asia-Pacific region.

EURORADIO Music Exchange Concerts

3,026 classical and opera
425 rock and pop
395 jazz
56 world music
68 folk music
44 Ars Acustica, the sound research of public broadcasters
4,014 total
28,950 concerts broadcast

CLASSIC ENTERTAINMENT

The centrepiece of our classical offering is the New Year's Concert by the Vienna Philharmonic Orchestra (VPO).

As 2012 drew to a close, the performance reached its biggest audience yet. As many as 86 countries across five continents relayed the transmission, among them 42 EBU Members and newcomers in Cuba, Panama, India, South Africa, Bhutan, Samoa, Tonga, and Vanuatu.

Distribution of the event is part of an exclusive five-year agreement running until 2017 and comprising three classical concerts:

- Internationally acclaimed New Year's Day concert from the Musikverein in Vienna
- Annual Summer Night Concert in the gardens of the Schönbrunn Palace, Vienna
- Special concert relayed from the Royal Albert Hall as part of the 2012 Proms.

The musical contributions of Claude Debussy and John Cage were also celebrated in a series of special concerts. Cage special projects involved 13 Members in Austria, Czech Republic, Germany, Ireland, Netherlands, France, Switzerland, Belgium, Bulgaria, Canada, Sweden, Italy, Spain.

EPIC JAZZ

In January 2013, EURORADIO signed an agreement with the Lincoln Centre in New York, providing Member access to 26 concerts a year, including the Wynton Marsalis Quintet, Bobby Hutcherson, Eric Reed Trio, The Yellowjackets, and Bobby McFerrin.

The deal complements EURORADIO's existing jazz offers, of up to 500 concerts a year. Recent highlights include anniversary specials linked to the careers of American band leaders Thelonious Monk, Fletcher Henderson, Charles Mingus, and Canadian Gil Evans, and as usual, the EURORADIO Big Band made its annual tour, visiting Ukraine in September with 20 young jazz players from various countries.

EUROSONIC SOUND

Muse, Coldplay, Placebo, Gossip, Black Keys, Emeli Sandé, Mumford & Sons: diversity was the watchword of the EURORADIO Eurosonic partnership during 2012-2013.

With support from German Members, ARD-RBB Radio Eins and WDR Eins Live, Nick Cave and Muse chose the Eurosonic partnership to launch new albums. The concerts were relayed to more than 20 European countries, including Slovenia, Austria, France, Germany, Portugal, Czech Republic, Spain, Switzerland, Ireland and Belgium, and beyond to Australia and Japan.

The atmosphere was also electric during Queen Elizabeth II's Jubilee concert in June, featuring Elton John, Robbie Williams, Shirley Bassey, Will.i.am and Paul McCartney, and again in March 2013, when the Stereophonics performed to a packed Olympia Theatre in Dublin.

Discover more:
<http://www3.ebu.ch/cms/music-exchange>

A VISION FOR RADIO

The listening habits of the digital native generation are far from passive, and demand for complementary content is leading many broadcasters to open their own online portals or to collaborate with commercial platforms to stream live concerts, acoustic sessions and interviews.

To safeguard Members' rights, EURORADIO has developed a new service called radio2see that gives Members the option to exchange and embed video streams on their websites from a centrally-based delivery platform, live or on-demand. Members can enhance their content offerings to meet audience expectations, in particular, younger listeners.

Discover more:
<http://2see.euroradio.org>



COPRODUCTIONS

Sharing ideas and best practices that lead to bold new content is the lifeblood of the TV community. This past year has seen professionals gather and develop cooperation across borders on topics ranging from entertainment to science and education; from documentaries to fiction; from children's series to rewarding the best in public service broadcasting, marketing and design.

Take-home ideas now in discussion with Finland (YLE2), Denmark (DR1) and Italy (RAI 2) following the 2012 EUROVISION Creative Forum include the Norwegian format *Teenage Boss*. The winner of Forum 2011, *Never do this at home*, (also TV2) aired in Denmark (DR1) and Germany (ZDF) in the course of 2012.

EUROVISION SONG CONTEST

Innovation is the key to keeping formats fresh and enhancing the audience experience. In April 2013, we launched the official EUROVISION Song Contest application, forging closer links with fans.

Suddenly, millions of viewers had mobile access to the integrated news updates; a unique second screen during live broadcasts and, of course, real-time voting. The app, available for most smartphones and tablets, has the added value of generating revenue.

Ever sensitive to the economic pressures facing Members, we constantly look for ways to make hosting the EUROVISION Song Contest more affordable. In the past year, we have developed a near-breakeven model to ensure that Members can host the show no matter what their budget. Logistics, event-related matters and the rehearsal schedule are all areas where margins have been cut.

Discover more:

<http://www3.ebu.ch/cms/eurovision-song-contest>

JUNIOR EUROVISION SONG CONTEST

A special Format Group has begun reviewing the Junior EUROVISION Song Contest to deliver a fresh format for 2014. Some new elements will be introduced in the 2013 show. The participation fees, televoting procedure, start time of the show, and the age of the participants are just a few of the issues under the group's scrutiny.

EUROVISION YOUNG MUSICIANS & EUROVISION YOUNG DANCERS

Two biennial cultural events are targeting younger audiences in the music and dance sectors. Both events have been reformatted, which has drawn high interest from our Members. We have launched a broad social media campaign and web streaming of the live events, national finals and interviews. New technology and ideas are continually being implemented in both events.

THEMED INITIATIVES: WHY POVERTY?

EUROVISION's *Why Poverty?* Day on 29 November 2012 was a unique cooperation between 40 EBU Members that devoted multiplatform programming to poverty throughout the month.

Coordinated by EUROVISION, the *Why Poverty?* Day participants aired content from a specially commissioned series of eight documentaries and 30 shorts by award-winning filmmakers.

Others commissioned their own poverty-themed programmes, which were broadcast on television, radio and online. Members aired debates and documentaries to discuss why the scourge of poverty continues to burden the lives of many millions of people in the world today.

Discover more:

<http://go-eurovision.com/cms/why-poverty-day>

MEDIALAB

Launched in 2012, MEDIALAB straddles the worlds of media technology and content to ensure that Eureka! moments become reality.

Projects submitted by EBU Members are assessed for potential. Successful pitches are allocated a budget and taken forward in a supportive environment.

Discover more:

<http://www3.ebu.ch/cms/medialab>

In the Pipeline**EUROVISION FILM WEEK 2013**

Preparations are under way for this year's themed initiative: EUROVISION Film Week will celebrate the close relationship between PSM and the film industry, focusing on the cultural diversity of Europe and raising awareness of European cinema. It will also go behind the scenes of the most popular European films, paving the way for new productions and coproductions in Europe.

Discover more:

<http://go-eurovision.com/cms/eurovision-film-week>

**WORLD WAR ONE
CENTENARY 2014**

Planning has also begun for a themed portfolio of multimedia coproductions to mark the centenary of World War I in 2014. A centrepiece to the commemorations is already in place. The EBU will join the Vienna Philharmonic Orchestra, the City of Sarajevo and public TV channels of Bosnia-Herzegovina, France and Germany in broadcasting a unique concert in Sarajevo in June 2014, exactly 100 years after the assassination of Archduke Franz Ferdinand von Habsburg-Este.

40 countries on average in the Eurovision Song Contest
20 coproductions achieved per year
25 innovative TV formats showcased at creative events





EBU Members visiting RTBF in Brussels in November 2012 as part of the IMPS (Integrated Media Production Strategies) programme.

EXPERTISE & GUIDANCE

The EBU helps Members to innovate and to drive media integration. We achieve this through research, industry standard setting and by sharing best practices.



MEDIA DELIVERY AND PRODUCTION

"In an ever-changing media industry, EBU Technology & Innovation helps Members to make smart operational and strategic choices to produce and deliver their content. EBU experts collaborate with Members and with industry to develop and deliver the guidance, tools and support that they need."

Lieven Vermaele,
Director, Technology & Innovation
Department

PRODUCING GREAT CONTENT

In 2012 we launched Integrated Media Production Strategies (IMPS), a joint project with the Media Department. It has two objectives: increase production efficiency and enhance content quality.

During the last 12 months, editorial and technical professionals from Members have shared their experiences of creating content for all platforms and devices. Guidelines and recommendations will follow as the project proceeds.

This activity fits well with our work on metadata standards. Acting as the glue binding all the various strands together from end to end, metadata ensures that the technology and its users can make sense of the flood of data created.

Our flagship project in this area is the Framework for Interoperable Media Services (FIMS), which is helping create a specification that will ensure interoperability between media applications running on generic IT-based production hardware. The EBU plays a leading role in FIMS, whose innovation and revolutionary potential were rewarded with the 2012 IBC Judges' Prize.

FUTURE FORMATS

Transitioning to HDTV rightly remains a priority for many of our Members, but the EBU is already looking beyond this, to ultra-high definition and new immersive audio systems. We have created a library of 4k and 3D test sequences that allows Members to test future systems. And we are facilitating a new research initiative on higher frame-rates, bringing together the research and development laboratories of the BBC, RAI and the Institut für Rundfunktechnik (IRT).

INDUSTRY ENGAGEMENT

One of the main pillars of our work is to engage with the media industry on behalf of our Members. One project built on this approach seeks to help automate the quality control process in file-based production.

Ultimately, this will smooth the path towards fully networked production, which is the subject of ongoing analyses by our experts. Industry engagement is also key for our development of guidelines that Members can use when determining service-level agreements with telecom operators.

In-house, we have given important operational support to EUROVISION News on the transition-to-file project, along with upgrades to their metadata systems and the newsroom. We have also worked with Members on the migration to file-based content exchange, HDTV migration, and general production matters, such as camera tests, LED light assessment, video/audio over IP, and Loudness normalization.

REACHING AUDIENCES

Public broadcasters consistently produce much of the most popular media content, but the ways in which that content is consumed have multiplied, and future media delivery will be much more complex than it is today. We have continued to work with and on behalf of Members to ensure they can reach every screen with reliably high-quality and innovative, personalized services, whether via broadcast, broadband or both.

DASHING AHEAD

The commercial deployment of the MPEG-DASH (dynamic adaptive streaming over HTTP) standard moved a step closer with the first live public trial presented by Belgian public broadcaster VRT.

The DASH Industry Forum, supported by the EBU, facilitated live MPEG-DASH streaming of the 2012 London Olympics, representing both a groundbreaking first public outing for the standard and a valuable opportunity to fine-tune the techniques involved.

SPECTRUM SQUEEZE

The bodies that determine how the scarce resource of spectrum should be allocated have decided that broadcasting must share with mobile broadband in parts of the UHF band. With our colleagues in Brussels, we continue to ensure that the voice of our Members is heard at the highest levels of the European Union, the Conference of European Spectrum Regulators (CEPT), and the International Telecommunications Union (ITU).

We are already preparing for a variety of outcomes ahead of the next ITU World Radiocommunication Conference, in 2015. Our Members are also forecasting and preparing for coming changes.

We believe that terrestrial broadcasting will continue in the foreseeable future, but given the constant squeeze on spectrum, how sustainable will it be in the long term? Could mobile broadband technologies ever supplant terrestrial broadcasting?

We are working with our Members to understand their requirements and test different possibilities in the light of current market dynamics.

HYBRID: FROM HYPE TO HIP

EBU Members have been at the forefront of hybrid TV since its outset. They embraced the opportunity to harness the best of their broadcasts and popular online services in a single seamless offer to the viewer.

The London 2012 Olympic Games and UEFA EURO 2012 football championship were golden opportunities for EBU Members. By fostering the creation of the HbbTV system and participating in MHP developments, we have ensured that our Members can retain control of their brands in the battle for viewer attention in the hybrid era.

But hybrid is not just for TV. Radio is also undergoing big changes as receivers become more complex, many now coming with screens primed to show additional visual information. We are working with our Members to establish systems

that enable this to happen, whether for ever popular analogue radio or rapidly growing digital radio services.

MAKING THE INTERNET WORK FOR MEDIA

High-speed internet access is fast spreading across Europe and will eventually be universally available. The biggest demand for internet capacity comes from video; in the short term, EBU Members need their domestic internet infrastructure to function reliably.

As a rule, our Members have the strongest online brands in their respective markets, with their content among the most in demand. Here too, we are providing invaluable support by participating in standardization efforts in areas such as advanced CDN architectures and MPEG-DASH, as well as by strongly advocating network neutrality policies.

Discover more:
<http://www3.ebu.ch/cms/tech>

95,000 hits on **300** online technology videos
900 participants at annual seminars and workshops
58 publications per year

David Wood

The EBU's former Deputy Technical Director was honoured in Hollywood at the annual conference of the Society of Motion Picture & Television Engineers (SMPTE) in October 2012. He received the SMPTE Progress Medal for his career as a scientific and innovative leader in the broadcasting industry, having dedicated his working life to educating all constituents and proactively seeking a fair consensus for all.

Despite his retirement in June, Dr Wood remains an active member of the EBU community. He chairs the World Broadcasting Unions Technical Committee on behalf of the EBU and leads a number of work areas at the ITU, the International Telecommunications Union.



THE LEGAL LANDSCAPE

“This has been a busy, eventful year in which the EBU Legal Department has drafted around 400 contracts, 50 separate specialized pieces of advice to Members, as well as 12 official EBU legal positions. Our Members are facing a variety of challenges, and the EBU Legal Department is here to ensure that they benefit from an optimum EU legal framework. We need an EU acquis that considers the increasing complexities of the market, while reinforcing the intrinsic cultural and democratic values and role of PSM. In the coming year, we will continue to work closely with our Members to make that happen.”

Jane Vizard, Director, Legal & Internal Affairs Department

GOOD GOVERNANCE

Following the adoption by the Council of Europe of its Recommendation on PSM governance, the EBU Legal Department is promoting the principles it enshrines. These are independence, accountability, effective management, responsiveness and openness, and go hand in hand with the core PSM Values adopted by the EBU General Assembly in summer last year.

REGULATION OF CONVERGED MEDIA

The emergence of new devices and platforms for media consumption, from smartphones and tablets to connected and hybrid TV, is challenging the traditional approach to media regulation.

The European Commission has consulted the EBU on the preparation of a Green Paper on converged media, which was scheduled for April 2013. This will be the starting point for a wide-ranging regulatory debate, in which we will defend broadcasters' interests – especially in terms of access to networks and platforms, the visibility and 'findability' of public service media content, the protection of content integrity, and the quality of the user experience.

AGREEMENT ON MUSIC LICENSING

The EBU Legal Department has been pro-actively engaged in a multi-stakeholder dialogue with European associations of music rightsholders in order to agree on a European-wide recommendation of best practices for the collective licensing of music rights to EBU Members. Rightsholders include GESAC, which represents collecting societies, IMCP for music publishers, and ECSA for composers.

As a result of this constructive dialogue, stakeholders have jointly recognized that broadcasters need one-stop-shop collective licensing of music rights for both their offline and online activities.

The recommendation sets out the general parameters for such licensing at national level and will therefore be an important complementary arrangement to the future EU Directive on collective rights management. The recommendation is to be implemented by the relevant parties in all the EBU Member countries and remains subject to a regular review.

COLLECTIVE RIGHTS MANAGEMENT

On the initiative of the EBU Legal Department and joined by Members, various proposals for copyright reform were made early on when the new EU Commission started its work. Concrete ideas for the improvement of collective rights management which were part of these proposals are now reflected in the recent proposal for a new EU Directive on that issue. Most important is the explicit recognition by the EU Commission that the collective licensing of music rights for broadcasters' activities should be maintained.

STATE AID

The EBU Legal Department provides continual advice and support for its Members on all aspects of State aid law in the PSM sector. In particular, it advises Members on the implementation and application of the so-called *ex ante* 'Amsterdam' test for new services and the scope of the public service remit. More recently, it has also intervened in existing State aid cases before the European Commission both in support of Member and in defence of the PSM sector as a whole.

PUBLIC PROCUREMENT AND CONCESSIONS

In consultation with its Members the EBU Legal Department agreed amendments to the proposed Public Procurement and Concession Directives. In particular, the agreed position aims to safeguard and update the existing exemption for the

production of programmes, and to ensure that Member States retain their discretion to organize and fund PSM, in line with the Treaty of Amsterdam Protocol on public broadcasting.

LEGAL SUPPORT FOR MEMBERS

- Approximately 50 different pieces of advice provided to individual Members
- Approximately 400 contracts drafted
- 164 working documents for LPC; Assembly, Copyright Group, Sports/Legal Group, Publicly Funded Broadcasters Group, Statutes Group.
- 12 key EBU positions drafted

Discover more:
<http://www3.ebu.ch/cms/legal>



MEDIA INTELLIGENCE

The Media Intelligence Service (MIS) leads research, collects data and undertakes detailed analysis in relation to any aspect of the media industry that is relevant to our Members.

By systematically considering political, economic, socio-cultural and technological conditions, the MIS provides EBU Members with unique, value-added knowledge to support their daily operations and strategic planning.

INFORMATION REQUESTS

The MIS provides EBU staff and Members with knowledge upon request. During the winter, the MIS supplied market data to 26 EBU Members in 23 countries and answered 157 individual requests for information. This equates to around 26 requests per month.

PROJECTS

The team is supporting nine separate medium- to long-term EBU projects, including Vision2020, PSM Funding and PSM Apps.

TOPICS COVERED

The Media Intelligence Service collects data and carries out analyses on topics that include the following:

- Public service media funding
- Media market structures
- Media business models
- Country profiles
- Audience measurement and trends
- Technology - innovation and development
- Technology - diffusion and adoption

Discover more:
<http://www3.ebu.ch/cms/mis>

EUROPEAN AFFAIRS

Throughout the year, Members kept abreast of public affairs and policy matters with the specialist insight of the Knowledge & Information Unit. The service delivers its News2know digest daily to more than 650 dedicated subscribers and responds to specific Member requests for information.

Through a specialist list of sources, it also monitors stakeholders in European media such as European institutions, regulatory authorities, public and commercial broadcasters, United Nations agencies, telecom operators, cable operators, the music industry, the film industry, sports federations, sports rights agencies, and research institutes.

Discover more:
<http://www3.ebu.ch/cms/news2know>



EUROVISION ACADEMY

EUROVISION ACADEMY courses held either on Members' premises or in Geneva equip Members with knowledge and tools to produce multiplatform content that sets public service media apart.

To that end, EUROVISION ACADEMY has adopted a three-pillar strategy to support Members, by:

- identifying and developing talent with exclusive master classes and master courses
- building up corporate capacity through long-term partnerships, transversal EBU projects, on-site workshops, leadership training and train-the-trainers programmes
- building communities of professionals across the EBU, monitoring trends and best practices with Network & Learn meetings

ACADEMY PROGRAMME

From April 2012 to March 2013, EUROVISION ACADEMY ran:

- 60 events
- 27 workshops
- 12 master classes
- 9 master courses
- 5 Network & Learn events
- 5 themed visits
- 2 open enrolments

IMPS

With EBU Media and Technology & Innovation Departments, EUROVISION ACADEMY was a founding partner of the EBU Strategic Programme on Integrated Media Production Strategies (IMPS).

IMPS was launched in 2012 to help Members in the planning and implementation of integrated production facilities, with an initial focus on news and sports. It addresses organizational,

editorial and technical questions related to media convergence and facilitates experience sharing between Members.

EUROVISION ACADEMY has organized five on-site IMPS visits since May 2012, at Radio Bremen, YLE, VRT, RTBF and SWR, and one Network & Learn event in Geneva in December.

Visits provide an opportunity to focus on a specific Member's convergence project, from the vision and strategy to the concrete technical and editorial implementation challenges. Each visit is documented by a report accessible to all EBU Members.

DATA JOURNALISM

Data journalism is the ability to tell compelling stories by mining and visualizing data, using data-processing tools and info graphics. It supports traditional investigative journalism techniques and contributes to the construction of an informed public opinion.

Success requires journalists to work in tandem with graphic designers and digital researchers.

EUROVISION ACADEMY has run two master classes on data journalism, with a third scheduled for June 2013.

LEADING THE WAY

In 2012, EUROVISION ACADEMY launched an EBU-wide consultation on its newly created Leadership Curriculum Programme.

This dialogue with more than 50 people from 35 EBU Members enabled EUROVISION ACADEMY to define a sustainable framework in leadership.

We ran tailored corporate leadership training in Ukraine (NTU), Algeria (ENTV) and Lithuania (LRT). These programmes are designed to give public media managers the tools and understanding to create a common vision, be more effective managers and shape their organization's future success.

TRAIN THE TRAINERS

In 2012, EUROVISION ACADEMY delivered a train-the-trainers programme to 10 senior journalists from Radio Algeria. During a four-day course, participants acquired a clear methodology to design training programmes based on job analysis of key skills and tasks.

This training programme is the first step in a six-month process that will help Radio Algeria to set up a training centre. Other steps include designing curriculums, implementing quality-assessment indicators and selecting the best-qualified professionals.

SAFETY AND SECURITY

Building on the experience of the Hostile Environment Safety Training (HEST) course, EUROVISION ACADEMY has designed an all-round safety and security curriculum. This includes its flagship four-day HEST course as well as a specific master class on cyber-data security, along with crisis management and first aid workshops. A first Network & Learn event in March 2013 brought together EBU Members' newsroom security officers for the first time.

Discover more:
<http://www3.ebu.ch/cms/academy>



ADVOCACY & INFLUENCE

The EBU works at the highest levels, nationally and internationally, to achieve legal and technical frameworks that work best for public service media.

EUROPEAN AFFAIRS

A BRIDGE TO THE EU

Spectrum management, net neutrality, copyright reform and data protection remained high on the EU's media agenda. In addition, the issues of media freedom and pluralism have won renewed interest, while hybrid television has captured the imaginations of policy-makers.

A COLLECTIVE APPROACH

EU advocacy is an interdisciplinary endeavour. Success depends on close collaboration with many EBU colleagues, including from Legal, Public Affairs & Communications, Member Relations, Media, and Technology & Innovation. This collegiate approach is crucial to driving forward the EBU's public affairs strategy and to achieving consensus among Members on delicate policy matters.

TANGIBLE RESULTS

Human relationships and dialogue are keystones of our public affairs work in Brussels, and we invest much time and energy in nurturing and strengthening professional networks. The team held regular talks with policy-makers and stakeholders during the past 12 months, engendering two high-level meetings attended by EBU President Jean-Paul Philippot and Director General Ingrid Deltenre.

- In September 2012, Mr Philippot and Ms Deltenre met the High-Level Group on Media Freedom & Pluralism, chaired by the former president of Latvia, Professor Vaira Vīķe-Freiberga, to highlight the challenges facing discerning citizenship in a convergent media environment.

- In January 2013, talks with Commission Vice-President Neelie Kroes enabled the EBU leadership to impress upon her that the 700 MHz band is crucial for efficient media delivery through digital terrestrial television (DTT).

The EBU also strengthened its position as a go-to partner for the European institutions, through the signature of a Memorandum of Understanding with Commissioner for enlargement Stefan Füle. The MoU has unlocked EU funding for an EBU action plan entitled *Enabling the democratic role of public service media in the EU accession countries*.

SHOWCASING THE BENEFITS OF PSM FOR SOCIETY

Raising awareness of the role of PSM was the focus of EBU Lunchtime Talks attended by EU policy-makers and media industry stakeholders.

- In May 2012, senior BBC executive Amanda Farnsworth gave an inspirational presentation of the BBC's coverage of the London 2012 Olympic Games. Her key message was that innovative multi-platform broadcasting strategies, using social media and online tools, can significantly boost audience enjoyment and engagement in major sports events.
- In September 2012, Belgian MEP Véronique de Keyser and Rassaa Mokhtarand, the president and director general of Tunisian television in 2011, joined us to share experiences and opinions of the Arab Spring and to discuss the stakes for media freedom and pluralism in North Africa.

CONTENT AT THE HEART OF POLICY

In the coming year the European institutions complete another legislature while preparing for a new European Commission and the 2014 European Parliament electoral campaign.

In this context, the EBU will seek to encourage policies that focus on content as a driver of the media sector and the Digital Agenda. Our Brussels team will keep Members and staff updated through Euro-Info, the EBU newsletter on PSM-relevant EU developments, which is available to all Members on the website.

Discover more:
<http://www3.ebu.ch/cms/european-policy>

100 sit-downs with EU policy-makers
20 policy hearings attended
5 EBU events in Brussels to promote PSM

ACTIVE SOLIDARITY

EBU PARTNERSHIP PROGRAMME

The EBU Partnership Programme (EPP) works to strengthen Members with limited financial resources by providing support in line with public service values and the principle of solidarity. Assistance may take the form of strategic consultancy, the provision or sponsorship of training courses, political intervention, or other specific support on request.

WORKING WITH THE EU

Further to the signature of a Memorandum of Understanding between the European Union and the EBU in July 2012, the EPP has boosted its activities in seven EU accession countries: Albania, Bosnia & Herzegovina, Croatia, Kosovo, FYR Macedonia, Montenegro, and Serbia.

The activities were launched at a regional meeting held in Zagreb in December 2012. In cooperation with the EUROVISION ACADEMY, that meeting also tested a curriculum for training on public service news. By the end of May 2013, the EPP had organized tailored national workshops on public service news in all seven accession countries.

In March 2013, the EPP held a regional conference on public service media and the citizen in Montenegro. In the same month, the European Commission formally approved the EPP's overall plan for the accession countries and agreed to provide EUR 500,000 in joint funding.

A second regional conference, held in Kosovo in April, was devoted to the topic of public service media and Roma minorities.

ARCHIVING

The EPP has entered a partnership with INA, the French audiovisual institute, to catalogue the endangered audiovisual archives of several of the EBU's Balkan Members, with a view to digitizing the most valuable as a matter of urgency.

The EPP has also financed a mentoring scholarship pairing the head of archives at TRT and with her counterpart at MKRTV. A visit to Skopje by TRT mentor Fikriye Berker was timed to coincide with an assessment by an expert commissioned by INA.

Alongside work in the Balkan EU accession countries, the EPP has continued to support other Members eligible for special assistance. In 2012-13, it organized and financed or co-financed training or consultancy activities in various sectors at the request of Members in Algeria, Armenia, Bulgaria, Cyprus, Georgia, Lithuania, Moldova, Romania and Ukraine.

In March 2013, following interest expressed by European Commissioner Štefan Füle, the EPP sponsored training in Warsaw for journalists working for the Poland-based international satellite channel Belsat, which broadcasts into Belarus in Belarusian and Russian.

Discover more:
<http://www3.ebu.ch/cms/en/partnership>

CALENDAR HIGHLIGHTS

May 2012 – EBU and ASBU team up with UNESCO for World Press Freedom Day

The meeting culminated in the Carthage Declaration, which asserts that the transition from state broadcasting to public service broadcasting must be a priority of the new Tunisian democracy.

July 2012 – Assistance to Al Watanya on Libyan election coverage

At the request of the Libyan transitional government's Ministry of Culture, the EBU and various partners assisted Al Watanya, a channel of former state broadcaster LJB, in its election coverage.

December 2012 – April 2013 tripartite ASBU-COPEAM-EBU activities

In the past 12 months the EBU has participated in: Med Mem, the creation of an online library archiving the audiovisual history of Mediterranean cultures, and the Mediterranean Audiovisual Observatory project for the creation of a permanent collection of data on the audiovisual industry.

December 2012 – reengagement of southern Mediterranean Members

In 2012 a number of Members that had quietly withdrawn from EBU General Assemblies and activities gradually returned, culminating in the presence of Libyan TV and radio at the EBU Winter General Assembly, and in the election to the Executive Board of the president of SNRT Morocco.

Ongoing – joint projects with EUROVISION ACADEMY in Algeria and Tunisia

As part of the second phase of assistance in countries in democratic transition, EUROVISION ACADEMY is developing new projects in Algeria and Tunisia. A new train-the-trainers centre is planned for Tipaza.

STRATEGIC EVENTS

We have created the specialized Strategic Events team to deliver the highest possible quality across our roster of networking events, whether industry gatherings or EUROVISION and EBU assemblies.

The team is responsible for applying a consistently high standard:

- in creating an excellent delegate experience with real opportunities for networking, learning, sharing ideas, and being inspired, all under the banners of the EBU, EUROVISION and EURORADIO
- in learning from experience across the organization and putting these lessons into practice
- in the branding and positioning of the EBU, EUROVISION and EURORADIO
- as the creator of communities that support our mission
- in financially sound event management

The team is developing 'user-pay' events that are open to delegates from the industry, coordinating our annual assemblies and organizing other major events in partnership with Members or third-party organizations. A new easy-booking tool makes registration via the internet straightforward.

We want to create outstanding events that are memorable and inspiring. And we know how to, because we already do.

NEWS XCHANGE

In the 12 years since its inception, News Xchange has evolved into the must-attend news industry event. Over two days News Xchange addresses the critical issues facing news departments everywhere, bringing together senior executives from across the industry.

What sets News Xchange apart is our determination to make every session relevant to the delegate. We do not offer self-styled expert speeches, nor meandering debate about theory. The event's purpose is to provide its participants with something of value to take back to their daily lives.

MEDIA SUMMIT

The first priority for the Strategic Events team is the 2013 Media Summit, formerly the TV Summit, which is to be held in Brussels. This event revolves around something all its delegates have in common: the art of storytelling and how it will evolve in the future media ecosystem.

Whether through fiction, comedy, the arts or even game shows, it's the story that keeps our audiences not only watching but, crucially, emotionally engaged in our programmes. The Media Summit approaches this from the three angles of Learning, the Future, and Inspiration. And delegates will come away with challenges, practical ideas and opportunities they can use in programme-making.

Discover more:
<http://go-eurovision.com/cms/media-summit>

ROSE D'OR

For the first time, delegates at the 2013 Media Summit could also attend the prestigious Rose d'Or awards, presented at a gala dinner in celebration of the best of entertainment TV.

EUROVISION recently brought the Rose d'Or back to its origins. The awards were created in 1961 by Marcel Bezençon, the visionary behind the EUROVISION Song Contest, to reward quality programming.

The prestigious Rose d'Or awards define the gold standard of excellence and achievement in entertainment programming. They are the awards that programme-makers covet the most, because they symbolize the pinnacle of success in this sector.

Discover more:
<http://go-eurovision.com/cms/rose-d-or>

10,000 attendees per year
250 networking events
13 EBU assemblies

USING ALTERNATIVE BROADCASTING STY



THE NETWORK

The EBU operates the world's largest transmission network, partnering with sports federations and rights-owners to deliver live sport and events to the widest possible audiences.





Indiana Pacers against Miami Heat during the NBA 2012 playoffs

FUTURE-PROOFING

“For the EUROVISION network this has been an extremely busy 12 months in which the watchword was ‘delivery’. We delivered bespoke technical solutions that attracted the business of the NBA, UEFA and Formula 1. We delivered significant savings through efficient technologies and smart procurement. And we delivered a watertight back-up solution in Leuk to ensure network continuity, come what may. Today we have a very firm foundation upon which to keep building.”

Graham Warren,
Director, Network

TRANSMISSIONS BUSINESS

Strategic realignment and nimbler business acumen have resulted in some major transmission deals with top sports federations over the past 12 months.

In July we announced an exclusive, multiyear partnership with UEFA for live, global audiovisual transmission services. Under the contract, all audiovisual UEFA programmes are distributed around the world exclusively on the EUROVISION satellite and fibre network.

This includes the UEFA EURO 2012™, all UEFA Champions League™ and UEFA EUROPA League™ matches for the 2012 to 2015 cycle, and the national team matches of the European Qualifiers for UEFA EURO 2016™ and the 2018 FIFA World Cup™.

Then in September we announced a groundbreaking partnership with the NBA, based in New Jersey, under which we transmit live NBA games, NBA TV, and other NBA programming to the league's international television and digital media partners around the world.

This arrangement was born of a conscious drive to raise EUROVISION's profile globally, in particular via greater penetration in the Americas.

Besides these exciting new deals, we have also renewed and extended our service portfolios with all our established key customers among the top world sports bodies.

70,000 transmissions per year
84,000 hours of news and sport per year
67% of sport carried in HD

NETWORK DEALS

Our roster of premier sports transmissions* includes:

UEFA (all events)*

- UEFA EURO 2012™
- UEFA Champions League™
- UEFA Europa League™
- UEFA European Under-21 Championship™ 2013
- UEFA Women's EURO 2013™
- UEFA EURO 2016™ qualifiers
- 2018 FIFA World Cup Russia™ European qualifiers (UEFA zone)

FIFA

- 2013 FIFA Confederations Cup Brazil™
- 2014 FIFA World Cup Brazil™

Major football leagues

- German Bundesliga
- English Premier League
- Italian Serie A
- French Ligue 1
- Portuguese Primeira Liga
- Brazilian Série A
- Belgian Pro League

Others

- Formula 1™*
- MotoGP™
- Grand Slam tennis: Australian Open; French Open; Wimbledon; US Open
- NBA basketball*
- US PGA golf tour

(*deals signed in the last 12 months)

THE BEST OF SERVICE

EUROVISION BEST streaming services were at the heart of the London 2012 Olympic Games, powering the EBU Common Broadband Platform, known to end-users as EUROVISION Sports Live.

This EBU-wide online sports initiative highlights the unique nature of the EBU – the ability to offer European sports fans a pan-European live video portal aggregating over 47 simulcast feeds provided by 40 Members.

Fans responded well. More than 34 million streams were delivered during the course of the Games across more than 3,000 hours of live programming. Almost every event, from archery to sailing, could be watched live.

More than 1,200 EUROVISION-managed transmissions were streamed live to targeted territories for EBU Members and sports federations, including FIFA, FINA, IBU and ISU.

During UEFA EURO 2012, BEST provided dedicated live stream services to EBU Members enabling the geographically controlled online distribution of live match coverage to many thousands of football fans. Biathlonworld TV, a live streaming cooperation between the EBU and IBU, delivered a record number of video streams over the 2012-13 season.

A MORE SECURE NETWORK

In August 2012 we brought online a network back-up facility in Leuk, 100 km east of Geneva. The site, an established, highly secure satellite teleport with existing EUROVISION fibre connectivity, lends itself perfectly to the purpose.

The basic infrastructure was already in place; our engineers only had to design and implement the appropriate contingency architecture. They did this with impressive speed, delivering the project in time for the opening game of the UEFA Champions League season in September.

Crucially, emergency switch-out to Leuk is fully automated, meaning it can be controlled from the main Network Operations Centre in Geneva. In the unlikely event of unforeseen disruptions, transmissions carried on the network can be rerouted through Leuk at the flick of a switch.

This enhanced network security is a win-win: it benefits viewers and provides our partners with precisely the quality assurance they expect. In addition, when capacity is under pressure at peak times, network traffic can be shared between Geneva and Leuk – a quality preservation measure deployed systematically in our transmission partnership with UEFA.

In the meantime, the new EURORADIO Live Network is fully operational and the EURORADIO file exchange project (M2M) is also in place.



FUNA: A FOUR-STEP PLAN

Two of the four phases in the Future Network Architecture (FUNA) project are well under way, while the other two are at the planning stage.

1. FUNA News & Radio Mandatory Network project (FNRMN)

FNRMN will provide the News Exchange with a new network replacing the ageing satellite-based technology primarily with small two-way VSAT terminals typically not more than 3.7 metres in diameter.

The EBU will give each of the 62 News Exchange members a new HD-capable and future-proof terminal that supports file transfer as well as live news. And as they are smaller they cost much less to operate, repair and maintain.

Initial visits have been made to some Members, and in the summer we will issue RFPs for the satellite solution for the Member's terminal. A pilot project to be established with a small number of Members is scheduled for late 2013.

This part of FUNA, scheduled for delivery in late 2014, will reduce the cost of the News Exchange.

2. Fibre Network (FiNE) and Ethernet

There are clear benefits to upgrading large segments of the fibre component of the EUROVISION network from existing SDH to Ethernet. Ethernet costs much less than other transmission technology and EUROVISION has been busy signing new contracts and migrating the network to achieve savings.

We have completed the move to Ethernet for the Asian segment of the fibre network (FiNE), which is expected to save CHF 400,000 (EUR 330,000) per year. We will finish migrating the main European network in March 2013 and then save approximately CHF 1.2 million (EUR 1 million) a year.

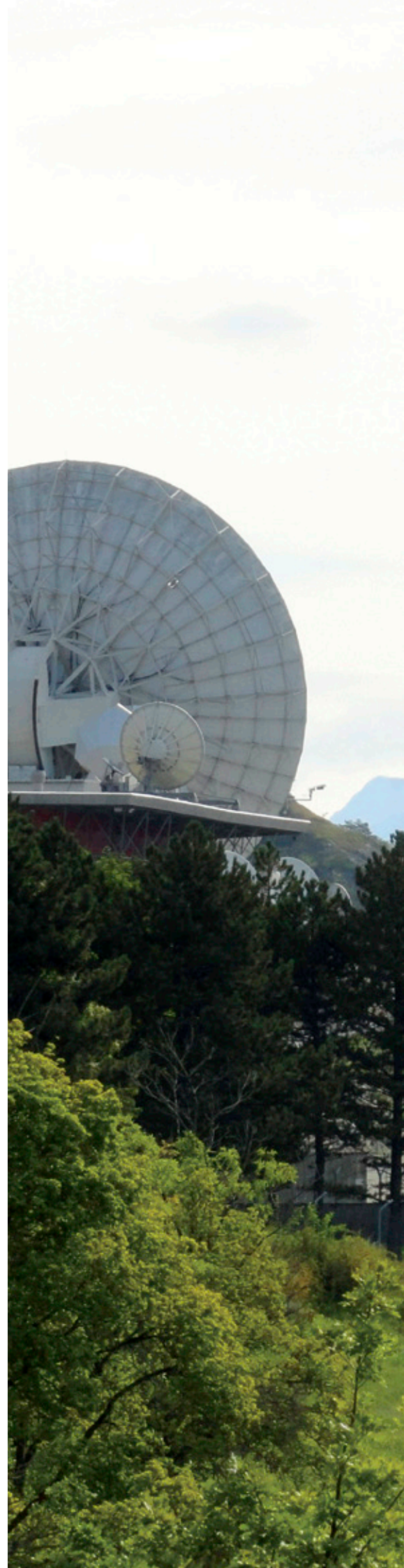
These deals plus other smaller ones will ensure we save in excess of CHF 2 million (EUR 1.6 million) per year on permanent fibre costs. This measure is so cost-effective that we will make these savings yet with an average of four times greater network capacity than previously. This allows us to support new services and bypass existing capacity restrictions.

3. Booking tools and IT

FUNA Project 3 aims to analyse the tools used to control, manage and provide billing in the Network. The existing tools have been in place for many years and need either upgrading or replacing. We are currently finalizing a review to recommend improvements to the systems, starting in 2013. All being well, this should substantially improve the Network's operational workflows.

4. Big Star

FUNA project 4 is the Big Star, which is intended to make EUROVISION's satellite capacity more efficient, particularly over Europe. A review has been completed prior to recommending a global approach to optimizing satellite capacity.





THE UNION

The EBU is a union of equals – public service media with common values. By sharing resources and cooperating freely PSM grow stronger and make an enhanced contribution to the societies they serve.



MONEY MATTERS

"The revised structure of the Finance Service, concluded in late 2011, has bedded down well. A medium-term project to improve the tools that support the effectiveness of all EBU departments has been launched. These developments will improve the infrastructures and information flows supporting services to Members."

Wallace Macmillan,
Chief Financial & Administrative
Officer

STATEMENT OF ACTIVITIES

The Statement of Activities is influenced by the major sporting events of 2012.

Within operating income, membership fees and radio music charges were reduced by CHF 2.0 million and CHF 1.4 million respectively in line with the General Assembly decision to earmark reserves from the 2011 surplus for those purposes. Mandatory fees for the Permanent News Network and Permanent Network Sound were reduced by a further CHF 0.8 million.

In total, operating income increased by CHF 614 million. This was principally due to recognition of sports rights revenues in respect of the London Olympic Games and network services revenues from Special Sports Operations for the London Games, as well as related transmission services for the Olympics and other major sports, notably the UEFA competitions.

The increase in almost all categories of operating expenses is in the main equally driven by a reflection of the cost of sports rights as well as by the related increased operational activity, reflected in particular in network expenses, operations expenses, travel expenses and fees in respect of these events.

The increased impairment charge reflects recognition of an expected shortfall on the FIS 2011-13 skiing contract, initially anticipated for 2013, that can now be projected with sufficient certainty to be recorded. This is expected to be more than compensated in future periods by a surplus on the FIS 2015-17 contract, negotiated coterminously.

The reduction in the depreciation charge to unusually low levels reflects the continued use of network assets beyond their initially expected useful life. The reduced charge for provisions for doubtful debtors is due to a lower risk assessment on the lower accounts receivable balance.

The net loss for the period of CHF 16.1 million is due to unusual costs and revenue reductions anticipated in the period, principally relating to sports events and member fee reductions, for which earmarked reserves had previously been set aside by the General Assembly.

Excluding these, the underlying result would be a surplus of CHF 4.3 million (2011: 10.5 million). The increased impairment charge in respect of sports contracts that will conclude in future periods represents CHF 4.7m of the CHF 6.2m difference between the adjusted 2012 and 2011 surpluses.

STATEMENT OF ACTIVITIES

All figures in '000 CHF	31.12.2012	31.12.2011
Sales of rights	731,559	183,980
Network sales	181,375	136,330
Contributions from Members	30,039	32,123
Other revenues	75,465	51,565
Operating income	1,018,438	403,998
Acquisition of rights	(747,601)	(183,560)
Network expenses	(65,462)	(59,117)
Operations expenses	(64,194)	(32,698)
Employee benefit expense	(70,574)	(69,359)
Travel expenses	(24,169)	(7,060)
Fees	(19,192)	(12,405)
Impairments	(6,440)	(1,775)
Depreciation of fixed assets	(14,190)	(15,797)
Provisions for doubtful debtors	(500)	(2,278)
Other expenses	(24,743)	(15,237)
Operating expenses	(1,037,065)	(399,287)
(Loss)/surplus from operations	(18,627)	4,711
Net financial result	3,390	1,116
(Loss)/surplus for the year before taxation	(15,237)	5,827
Income taxes	(850)	(636)
Net (loss)/surplus for the year	(16,087)	5,191
Note on earmarked reserves:		
Earmarked reserves have previously been set aside in anticipation of certain specific costs and charges arising in 2011 and 2012. They stand in relation to the net results for the years as:		
	2012	2011
Net (loss)/surplus for the year	(16,087)	5,191
Reserves earmarked against specific costs and charges	20,357	5,341
Surplus for the year before costs and charges covered by earmarked reserves	4,270	10,532

BALANCE SHEET

The overall value of the balance sheet fell by CHF 626 million in 2012, due primarily to the conclusion of the major sporting events of the year.

This is reflected in the reductions in work in progress, accounts receivable and accrued revenues within assets, which are almost equally offset by the fall in received in advance, accounts payable and accrued expenses within liabilities.

Fixed asset values have grown due to investment in newer technologies and investments to support major sports transmissions.

BALANCE SHEET

All figures in '000 CHF

	31.12.2012	31.12.2011
Current assets		
Cash and cash equivalents	111,405	115,855
Accounts receivable and accrued revenues	139,841	224,521
Work in progress – short-term	66,859	614,697
Other short-term assets	280	377
Financial Instruments	127	100
Total current assets	318,512	955,550
Non-Current assets		
Work in progress – long-term	93,357	93,339
Other long-term assets	215	405
Total net fixed assets	58,371	47,557
Total non-current assets	151,943	141,301
Total ASSETS	470,455	1,096,851
Current liabilities		
Accounts payable and accrued expenses	49,425	78,754
Received in advance – short-term	25,773	712,489
Short-term financial liabilities	36,475	20,341
Other short-term liabilities	1,156	859
Total current liabilities	112,829	812,443
Non-current liabilities		
Received in advance – long-term	193,727	105,725
Other long-term liabilities and provisions	11,146	10,289
Total non-current liabilities	204,873	116,014
Association's Equity		
General reserves	95,254	75,242
Earmarked reserves	73,524	90,484
(Loss)/surplus for the year	(16,087)	5,191
Cumulated translation adjustment	62	(2,523)
Total Equity	152,753	168,394
Total LIABILITIES & EQUITY	470,455	1,096,851

CASH-FLOW STATEMENT

The low net cash flow from operating activities in 2012 and the exceptionally high 2011 comparative reflect the timing of cash flows relating to the major sporting events in 2012 and the larger impact in 2012 of additional charges or reduced revenues in anticipation of which earmarked reserves had been set aside.

The investment in fixed assets grew from CHF 9.1 million to CHF 24.8 million, principally due to planned network investments to support the major sports transmissions in 2012 and beyond and news services investments in transfer-to-file technologies.

CASH-FLOW STATEMENT

All figures in '000 CHF

	31.12.2012	31.12.2011
Cash flow from operating activities		
Net (loss)/surplus for the year	(16,087)	5,191
Depreciation	14,190	15,797
Loss of value on fixed assets	(73)	(18)
Interest income	(3,269)	(2,293)
Post-retirement benefits	(147)	(165)
Provision for doubtful debtors	500	1,643
Adjustments of earmarked reserves	(16,960)	8,225
Adjustments of general reserves	16,165	(8,418)
(Increase)/decrease in inventories	46	130
(Increase)/decrease in debtors and other receivables	84,420	134,002
(Increase)/decrease in work in progress	547,820	(278,628)
Increase/(decrease) in creditors and other payables	(28,029)	29,420
Increase/(decrease) in advance payments	(598,713)	138,002
Net cash flow from operating activities	(137)	42,887
Cash flow from investing activities		
Tangible assets acquisition	(24,803)	(9,077)
Tangible assets disposals	73	48
Intangible assets acquisition	(200)	-
Interest received	3,269	2,293
Net cash flow from investing activities	(21,661)	(6,737)
Net variation in cash & cash equivalents	(21,798)	36,150
Cash & cash equivalents at beginning of period	98,139	61,989
Cash & cash equivalents at end of period	76,341	98,139
Net variation in cash & cash equivalents	(21,798)	36,150

GOVERNANCE

GENERAL ASSEMBLY

The General Assembly is the highest decision-making body of the EBU and has the authority to achieve the organization's objectives. It meets twice a year: the summer session includes all Members and is hosted by a Member organization; the December session is limited to Active Members and is held in Geneva.

The General Assembly elects the members of the Executive Board, approves the strategy, the budget, the annual accounts of the past year, and the annual reports of the boards and committees.

EXECUTIVE BOARD

The Executive Board is responsible for ensuring the implementation of the EBU's strategy and policy. Its 11 Members are senior representatives of Member broadcasters and are elected by the General Assembly for a two-year tenure. The Executive Board meets around seven times a year, appoints the EBU Director General and the directors, and proposes the admission or expulsion of Members to the General Assembly.

It defines the EBU's position on major regulatory issues as well as EBU policy on matters of strategic importance. Five bodies report directly to the Executive Board: the Audit Committee and the Personnel Committee (advisory bodies), the Statutes Group and the Finance Group (experts groups) and the Operations Council.

The members of the Audit Committee and the Personnel Committee are all members of the Executive Board.

The Operations Council reports to the Board on all operational matters.

MANAGEMENT

The Director General manages the EBU, carries out the strategy as approved by the General Assembly, and is responsible for achieving EBU objectives. Directors report to the Director General.

SPECIALIZED ASSEMBLIES

Full participation of Members in the EBU's activities is ensured, in particular, through specialized assemblies in all major sectors: radio, television, sports, news, technical, legal and public affairs, human resources, internal audit and finance. The assemblies provide Members with the opportunity to explore major strategic themes, network, and exchange information about studies, projects and expertise. The assemblies elect committee members and approve their respective annual objectives.

COMMITTEES

The Radio, Television, Sports, News, Technical, and Legal & Policy Committees provide direction for strategic or operational activities.

EXPERTS GROUPS

In all sectors of the EBU's activities, Members interact and contribute to the work of the organization through experts groups. Participation is open to all Members and brings together specialists on specific topics to achieve a particular goal. Through collaboration, experts groups achieve consensus, adopt positions and exert influence.

Discover more:
<http://www3.ebu.ch/cms/governance>



GOVERNANCE STRUCTURE

EBU GENERAL ASSEMBLY

SPORTS ASSEMBLY

NEWS ASSEMBLY

LEGAL & PUBLIC AFFAIRS ASSEMBLY

SPORTS COMMITTEE

Sven Lescuyer (Chair, GRF/FT)
Natalia Tolkacheva
(Vice-Chair, RTR)
Jan Rosendal (Vice-Chair, DR)
Robert Foster
(Vice-Chair, BBC)
Michael Amsinck (ZDF)
Jean Brogle (SRG SSR)
Adrian Fikentscher (ARD)
Geraldine Filiol (Eurosport)
Yolanda Garcia (RTVE)
Marko Kaljuveer (EERR)
David Murray (BBC)
Giuseppe Pasciucco (RAI)
Maria Cristina Sandor (RAI)
Klaus Werner Schulz (ARD)
Ioan Todan (TVR)

NEWS COMMITTEE

Asun Gómez-Bueno
(Chair, TVE)
Benoît Balon-Perin
(Vice-Chair, RTBF)
Gudrun Gutt (Vice-Chair, ORF)
Sarah Ward-Lilley (BBC)
Grazyna Baczynska (TVP)
Geertje Bal (VRT)
Oznur Cakir Dogan (TRT)
Morana Kasapovic (HRT)
Reijo Lindroos (YLE)
Cathy Milner (RTE)
Ingrid Thörnqvist (SVT)
Gerard Van den Broek (NOS)
Michael Wegener (ARD)

LEGAL AND POLICY COMMITTEE

Peter Weber (Chair, ZDF)
Simona Martorelli
(Vice-Chair, RAI)
Jürgen Burggraf (ARD)
Khalid Hadadi (UKIB/C4)
Marit Ingves Bacia (YLE)
Nathalie Léger (GRF/FT)
Salvatore Lo Giudice (RAI)
Josef Lusser (ORF)
Todor Malezanski (MKRTV)
Lidia Márton (HU/MTV)
Milen Mitev (BNR)
Olav Nyhus (NRK)
Turab Rzayev (ICTIMAI)
Per Helge Sørensen (DR)
Ronald Vecht (NPO)
Daniel Wilson (BBC)
Krzysztof Wojciechowski
(PRT/TVP)

SPORTS RIGHTS BOARD

Ingrid Deltrenre (Chairwoman)
Roger Mosey
(Nominee, Executive Board)
Harald Dietz (SWR/ARD)
Yolanda Garcia Cuevas (RTVE)
Sven Lescuyer
(Chairman, Sports Committee)
Giuseppe Pasciucco (Nominee
EUROVISION Operations
Council)
Daniel Jorio
(Chairman, Finance Group)
Stefan Kürten

FINANCE GROUP

Daniel Jorio (SRG SSR)
Agnese Mamaja (LTV)
Jean Copsidas (FT)
Brian Galea (PBS)
Viktor von Oertzen (ARD/SWR)
Beverley Tew (BBC)

STATUTES GROUP

Krzysztof Wojciechowski
(PRT/TVP)
Peter Weber (ZDF)
Sylvie Courbarien Le Gall
(GRF/FT)
Giacomo Ghisani (RV)
Olav Nyhus (NRK)
Kirsi-Marja Okkonen (YLE)
Ronald Vecht (NPO)

TELEVISION ASSEMBLY

RADIO ASSEMBLY

TECHNICAL ASSEMBLY

EXECUTIVE BOARD

Jean-Paul Philippot
(President, RTBF)
Claudio Cappon
(Vice-President, RAI)
Cilla Benkö (SR)
Petr Fedorov (RTR)
Rachid Faïçal Laraïchi (SNRT)
Roger Mosey (BBC)
Rémy Pflimlin (FT)
Andrzej Siezieniewski (PR)
Themis Themistocleous (CyBC)
Ulrich Wilhelm (ARD)
Alexander Wrabetz (ORF)

TELEVISION COMMITTEE*

Ruurd Bierman (Chair, NPO)
Steve Carson (Vice-Chair, RTE)
Jean Philip De Tender
(Vice-Chair, VRT)
Riitta Pihlajamäki
(Vice-Chair, YLE)
Christian Blankenburg (ARD)
Ennio Chiodi (RAI)
Fatima El Moumen (SNRT)
Sylvie Faiderbe (MFP)
Arne Helsing (NRK)
Federico Llano (TVE)
Ekaterina Orlova (RTR)

* A new Television Committee will be announced on May 31, 2013

RADIO COMMITTEE

Graham Ellis (Chair, BBC)
Albena Milanova
(Vice-Chair, BNR)
Marc Savary
(Vice-Chair, SRG-SSR)
Jan Westerhof
(Vice-Chair, NPO)
Marcelino Blanes (RNE)
Francis Goffin (RTBF)
Christian Gramsch (ARD/DW)
Oleg Kupriyanov (RDO VOR)
Miha Lamprecht (RTVSLO)
Alain Massé (GRF/SRF)
Zoran Mihajlovic (HRT)
Jan Petersson (SR)
Sergio Valzania (RAI)
Rene Zavoral (CR)

TECHNICAL COMMITTEE

Arild Hellgren (Chair, NRK)
Dr Klaus Illgner-Fehns
(Vice-Chair, ARD/ZDF-IRT)
Andy Bower
(Vice-Chair, BBC)
Gino Alberico (RAI)
Kazimir Bacic (HRT)
Per Björkman (SVT)
Dieter Boen (VRT)
Igor Orlov (RTR)
Thomas Saner (SSR SRG)
Ferhat Uzaktas (TRT) Egon
Verharen (NPO)
Pere Vila Fumas (RTVE)
Petr Vitek (CT)

OPERATIONS COUNCIL

Ismo Silvo (Chairman, YLE)
Juan-Pablo Garcia Blanco
(RTVE)
Frank-Dieter Freiling (ZDF)
Gilles Marchand (RTS)
Marcin Oziewicz (TVP)
Giuseppe Pasciucco (RAI)
Roger Mosey
(for the Executive Board)

PERSONNEL COMMITTEE

Petr Fedorov (RTR)
Rémy Pflimlin (GRF/FT)
Andrzej Siezieniewski (PR)
Ulrich Wilhelm (ARD)

AUDIT COMMITTEE

Claudio Cappon (RAI)
Cilla Benkö (SR)
Rachid Faïçal Laraïchi (SNRT)
Alexander Wrabetz (ORF)

DIRECTOR GENERAL

PERMANENT SERVICES

ORGANIZATIONAL STRUCTURE

DIRECTOR GENERAL

Ingrid Delténre

PUBLIC AFFAIRS & COMMUNICATIONS

Guillaume Klossa

Nicola Frank

Head of European Affairs

Roberto Suárez Candel

Head of Media Intelligence

Michelle Roverelli

Head of Communications

Torben Eriksen

Chief Digital Officer

Maud Rochat

Head of Knowledge & Information Management

David Lewis

Head of Member Relations

SPORTS & BUSINESS

Stefan Kürten

Pascal Fratellia

Head of Sports Rights - Football

Ingolfur Hannesson

Head of Sports Rights
- Winter & Indoor Sports

Julien Ternisien

Head of Sports Rights
- Summer Sports

Alan Jones

Head of Global Sales

Agnieszka Czerska

Head of Marketing a.i.

Jean-Claude Gisiger

Head of Sports Services

Angélique Ernoul / Tomas Eriksson

Ancillary Rights

Philippe Mounier

Head of Sports Rights Finance
& Administration

Peter Vickers

Head of Strategic Events

MEDIA

A. Nyberg-Frankenhaeuser

Jeff Dubin

Head of News & Events

Nathalie Labourdette

Head of EUROVISION ACADEMY

Jon Ola Sand

Executive Supervisor EUROVISION
Song Contest

Bettina Brinkmann

Head of TV

Christian Vogg

Head of Radio

Nicoletta Iacobacci

Head of Media Strategy

LEGAL & INTERNAL AFFAIRS

Jane Vizard

Michael Wagner

Head of Media &
Communications Law

Heijo Ruijsenaars

Head of Intellectual Property

Richard Burnley

Head of Regulatory Legal Services

Valérie Brackers de Hugo

Head of Business Legal Services

TECHNOLOGY & INNOVATION

Lieven Vermaele

Peter MacAvock

Head of Media Delivery & Services

Hans Hoffmann

Head of Media Fundamentals
& Production

Peter Siebert

Head of DVB Project Office

NETWORK

Graham Warren

Hervé Labussière

Head of Technical Services

Frank Saelens

Head of Network Operations

Timothy Greig

Head of Network Planning

Oscar Teran Diego

Head of Network Solutions

Paolo Pusterla

Head of Procurement
& Partnerships

Puiu Dolea

Business Continuity Manager

Philippe Gehin

Head of IT

SUPPORTING SERVICES

Wallace Macmillan

Corinne Destoop

Head of Finance

Ralf Romain

Head of Corporate Planning
& Analysis

Stéphane Aubin

Treasury Manager

Carine Kay-Tami

Head of Receivables Administration

Frode Hvaring

Head of Human Resources

Christian Rival

Head of Facilities Management

OFFICES AND SUBSIDIARIES

The EBU is an organization with a global footprint: the activities of the EBU and its Members are without borders.

Eurovision News, through its offices in Moscow, Rome, Washington, New York and Singapore and its relationships with EBU Members, partners and institutions, ensures that EBU Members' News needs are met on the stories that matter to them, from the Vatican to the Kremlin, the White House to Wall Street, and Beijing to Buckingham Palace.

EBU Headquarters

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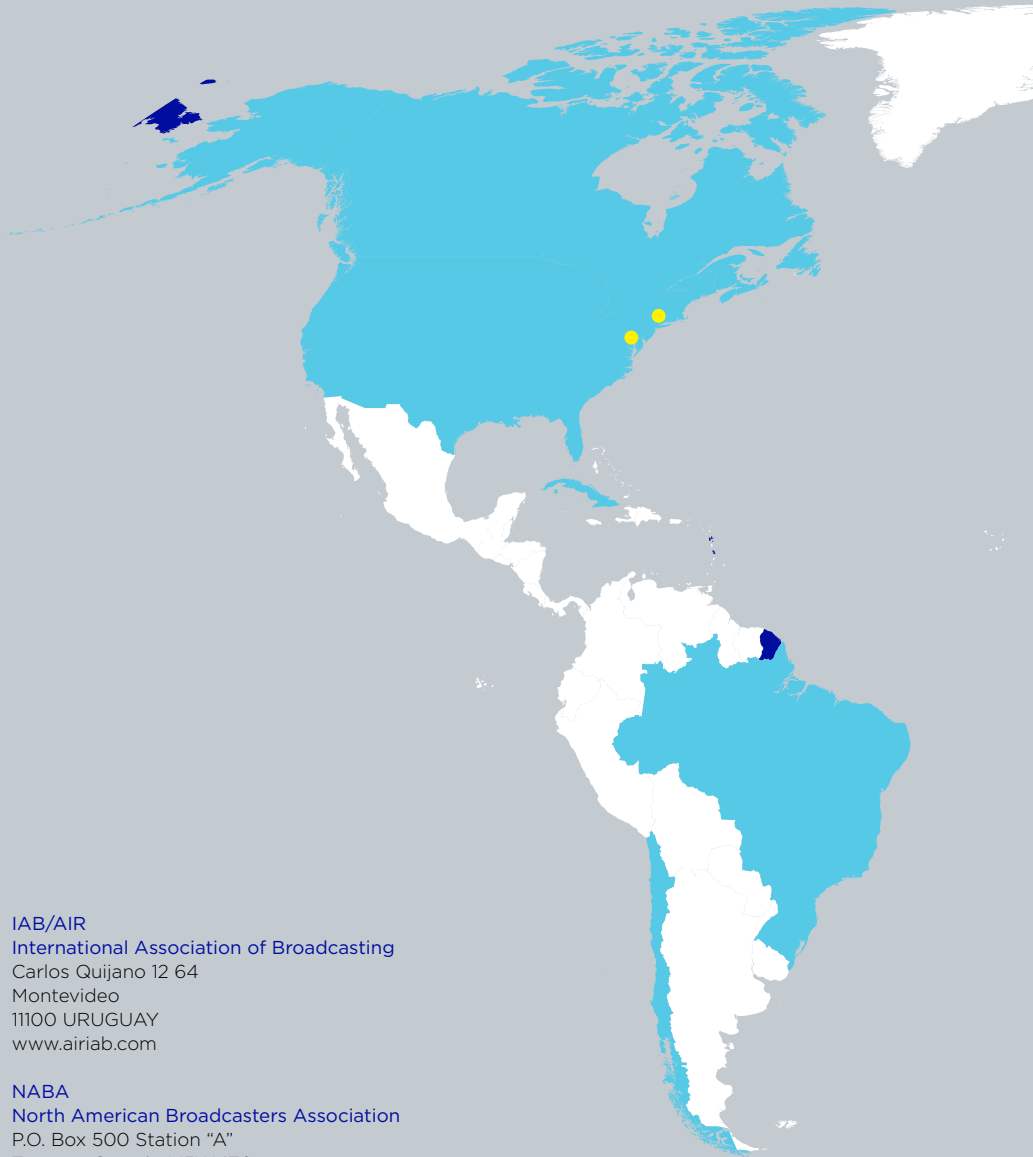
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GLOBAL PRESENCE



SISTER UNIONS

Working with our sister unions we strengthen our global community of broadcasters and open new doors for our Members.

ABU
Asia-Pacific Broadcasting Union
 2nd Floor, New IPTAR Building
 Angkasapuri, Kuala Lumpur
 50614 MALAYSIA
www.abu.org.my

ASBU
Arab States Broadcasting Union
 P.O. Box 250TC
 Tunis Cedex 1080
 TUNISIA
www.asbu.net

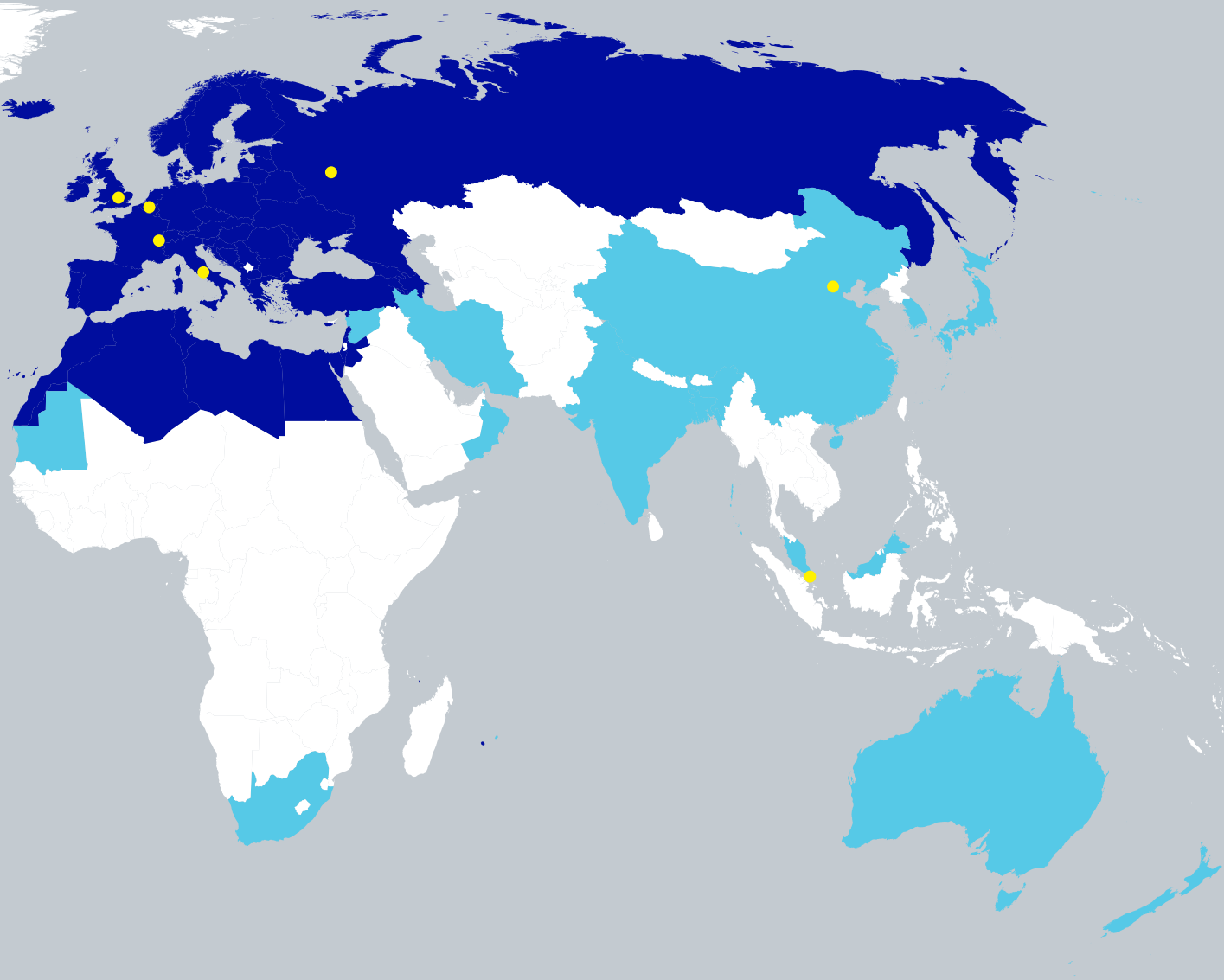
AUB
African Union of Broadcasting
 101, rue Carnot
 Dakar
 SENEGAL
www.aub-uar.org

CBU
Caribbean Broadcasting Union
 Waterford Main House, Waterford Plantation,
 Waterford, St Michael
 BARBADOS
www.caribunion.com

IAB/AIR
International Association of Broadcasting
 Carlos Quijano 12 64
 Montevideo
 11100 URUGUAY
www.airiab.com

NABA
North American Broadcasters Association
 P.O. Box 500 Station "A"
 Toronto, Ontario M5W 1E6
 CANADA
www.nabanet.com

OTI
Organización de Telecomunicaciones Iberoamericanas
 Av. Vasco de Quiroga No.2000, Anexo Edificio B
 Col. Santa Fe, Del. Alvaro Obregón
 México D.F.
 01210 MEXICO
www.oti.tv



GLOBAL CONNECTIVITY



LEGEND



Bureaus and representatives



Fixed Access Points to the EUROVISION Network



Eutelsat 7A at 7° E and 10A at 10° E (KU/KU)



NSS 806 at 40.5° W and Intelsat 805 at 55.5° W



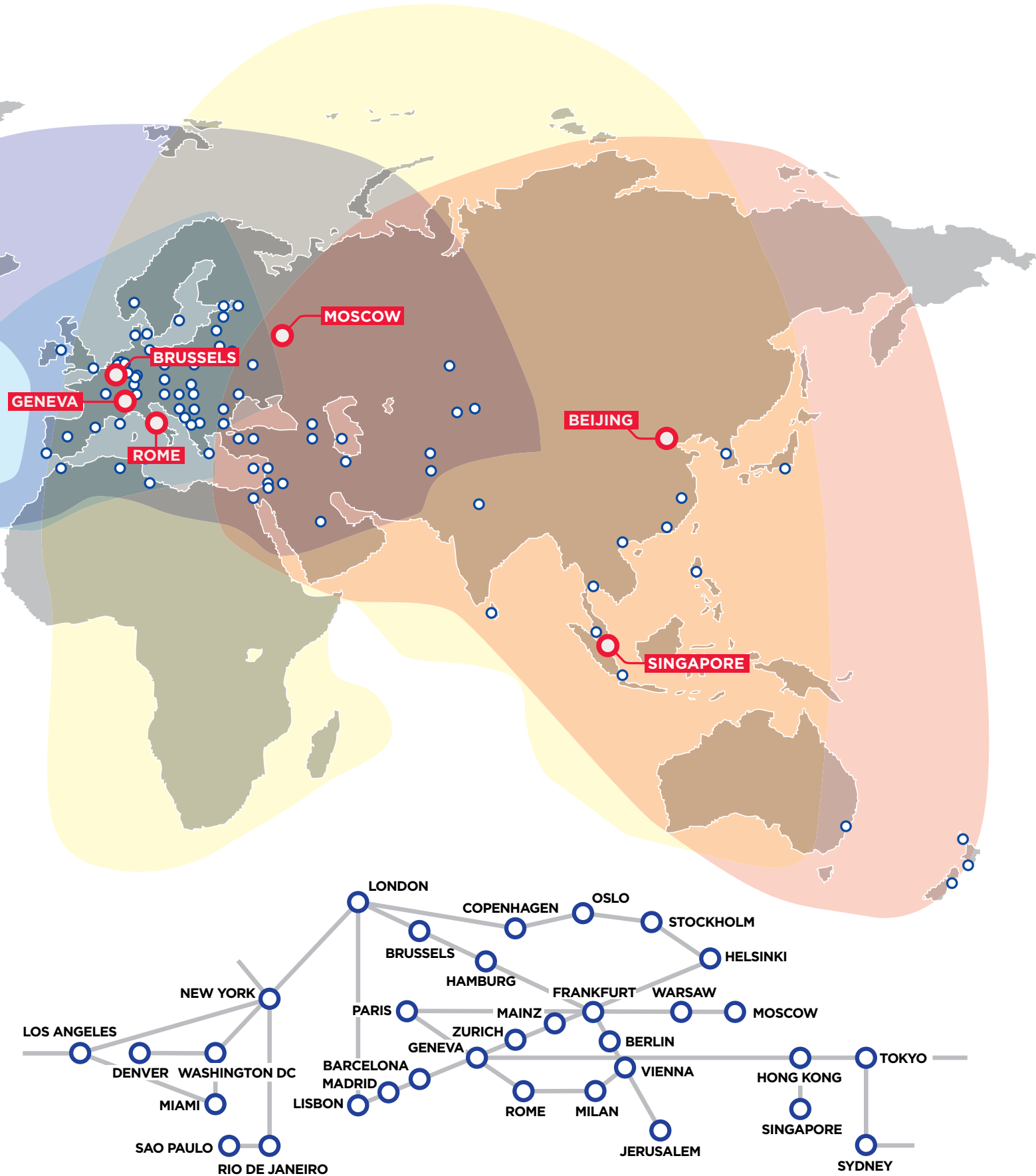
Asiasat 5 at 100.5° E



Apstar 7 at 76.5°E



FiNE EUROVISION Fibre Network



PAUSE, REWIND

Since its inception, the EBU has established itself as the authoritative voice of public service media.

With offices in Geneva, Brussels, Rome, Moscow, New York, Washington DC, Singapore and Beijing, the collective voice of the EBU travels further than that of any individual Member.



1956

The first EUROVISION Song Contest is staged in Lugano, Switzerland and...



1950

In a Europe divided by the Iron Curtain, the EBU is founded by 23 western European broadcasters at the English seaside resort of Torquay.

EUROVISION carries RAI's coverage of the Cortina d'Ampezzo Olympic Winter Games to countries in western Europe via the EBU land line, known as EUROVISION. These are the first ever Olympic Games from which television pictures are relayed to viewers outside the host country.

1961

The daily TV News Exchange is launched.

1963

The Radio News Exchange is launched.

1953

The newly named EUROVISION carries the world's first major international broadcast, bringing the Coronation of Queen Elizabeth II live to Britain, France, Belgium, Germany, and the Netherlands.



1960

The EBU buys the rights to the Rome Olympic Games for USD 1.2 million, the first of many collective rights agreements. Eighteen European countries receive RAI's live broadcast feed.



1962

Intercontinental transmissions start between North America and Europe using the Telstar satellite. Today, the EUROVISION network is the market leader in live sports and event transmissions.

1967

The first colour EUROVISION transmission takes place.



1969

With technical support from the EBU, the world watches Neil Armstrong set foot on the moon.



1982

A joint EBU proposal for a digital television standard is agreed by the ITU, for which the EBU wins an EMMY award.

1989

EURORADIO is launched.

1993

The EBU manages the DVB Project Office, which is to become the world's most successful standardization project for digital broadcasting. Digital satellite, cable, and terrestrial broadcasting systems are developed.

2000

The EBU celebrates its 50th year.

2012

The EBU is instrumental in setting a technical standard for ultra-high definition television with the ITU. The standard enables NHK and the BBC to film parts of the London Olympic Games – the EBU's biggest ever operation – in UHDTV.

1977

Technological demonstrations at the EBU Technical Assembly herald the digital television age.

1987

The EBU is recognized at the US National Academy of Television Arts & Sciences for outstanding action in the realm of digital television recording.

1992

An agreement ratified by the former union of eastern European broadcasters unifies Europe's broadcasting union.



1998

Working in the ITU, the EBU helps finally achieve worldwide standardization for high-definition television

2007

The EBU sparks a Loudness Revolution across Europe – initiating an international agreement to address the problem of disparate levels of volume between programming, trailers and advertising.

ACTIVE MEMBERS

Albania

- Radiotelevizione Shqiptar

Algeria

- Établissement public de Télévision Algérienne / Entreprise Nationale de Radiodiffusion Sonore / Télédiffusion d'Algérie

Andorra

- Ràdio i Televisió d'Andorra, S.A.

Armenia

- Public Television & Radio Armenia, comprising:
 - Public Television of Armenia
 - PR Public Radio of Armenia

Austria

- Österreichischer Rundfunk

Azerbaijan

- İctimai

Belarus

- Belaruskaja Tele-Radio Campanija

Belgium

- Vlaamse Radio- en Televisieomroep and Radio Télévision Belge de la Communauté française

Bosnia-Herzegovina

- Javna Radio Televizijska servis Bosnia i Hercegovine

Bulgaria

- Bălgarsko Nacionalno Radio
- Bălgarska Nacionalna Televizija

Croatia

- Hrvatska Radiotelevizija

Cyprus

- Cyprus Broadcasting Corporation

Czech Republic

- Český Rozhlas
- Česká Televize

Denmark

- DR
- TV2/Denmark

Egypt

- Egyptian Radio & Television Union

Estonia

- Eesti Rahvusringhääling

Finland

- MTV Oy
- Oy Yleisradio Ab

France

- Europe 1
- Groupement des Radiodiffuseurs français de l'UER, comprising:
 - Télévision Française 1
 - France Télévisions (France 2, France 3, France 4, France 5 and Réseau France Outre-mer)
 - Canal Plus
 - Radio France
 - Radio France Internationale

Georgia

- Georgian Public Broadcaster

Germany

- Arbeitsgemeinschaft der öffentlich-rechtlichen Rundfunkanstalten der Bundesrepublik Deutschland* (ARD), comprising:
 - Bayerischer Rundfunk
 - Hessischer Rundfunk
 - Mitteldeutscher Rundfunk
 - Norddeutscher Rundfunk
 - Radio Bremen
 - Rundfunk Berlin-Brandenburg
 - Saarlandischer Rundfunk
 - Südwestrundfunk
 - Westdeutscher Rundfunk
 - Deutsche Welle
 - DeutschlandRadio
- Zweites Deutsches Fernsehen

Greece

- Elliniki Radiophonia-Tileorassi SA

Hungary

- Magyar Rádió
- Magyar Televízió

Iceland

- Ríkisútvarpid

Ireland

- Raidió Teilifís Éireann
- TG4 Teilifís na Gaeilge

Israel

- Israel Broadcasting Authority

Italy

- RAI-Radiotelevisione Italiana

Jordan

- Jordan Radio and Television Corporation

Latvia

- Raidió Teilifís Éireann
- TG4 Teilifís na Gaeilge

Lebanon

- Télé-Liban

Libya

- Libya National Channel

Lithuania

- Lietuvos Radijas ir Televizija

Luxembourg

- CLT Multi Media
- Établissement de Radiodiffusion Socioculturelle du Grand-Duché de Luxembourg

Former Yugoslav Rep. of Macedonia

- MKRTV

Malta

- Public Broadcasting Services Ltd

Moldova

- Teleradio-Moldova

Monaco

- Groupement de Radiodiffusion monégasque, comprising:
 - Radio Monte-Carlo
 - Télé Monte-Carlo
 - Monte-Carlo Radiodiffusion

Morocco

- Société Nationale de Radio Télévision

Montenegro

- Radiotelevizija Crne Gore

Netherlands

- Nederlandse Publieke Omroep, comprising:
 - Algemene Omroepvereniging AVRO
 - Omroepvereniging BNN
 - Vereniging De Evangelische Omroep
 - Katholieke Radio Omroep
 - Omroep MAX
 - Nederlandse Christelijke Radio Vereniging
 - Nederlandse Omroep Stichting
 - NTR
 - TROS
 - Omroepvereniging VARA
 - Omroepvereniging VPRO

Norway

- Norsk Rikskringkasting
- TV 2 AS

Poland

- Polskie Radio i Telewizja, comprising:
 - Telewizja Polska SA
 - Polskie Radio SA

Portugal

- Rádio e Televisão de Portugal

Romania

- Societatea Română de Radiodifuziune
- Societatea Română de Televiziune

Russian Federation

- Channel One Russia
- Radio Dom Ostankino, comprising:
 - Radio Mayak
 - Radio Orpheus
 - Radio Voice of Russia
- Rossijskoe Teleradio

San Marino

- San Marino RTV

Serbia

- Radiotelevizija Srbije

Slovakia

- Rozhlas a televízia Slovenska

Slovenia

- Radiotelevizija Slovenija

Spain

- Radio Popular SA COPE
- Radiotelevisión Española
- Sociedad Española de Radiodifusión
- Sweden
- Sveriges Television och Radio Grupp, comprising:
 - Sveriges Television AB
 - Sveriges Radio AB
 - Swedish Educational Broadcasting Company
 - TV4

Switzerland

- SRG SSR

Tunisia

- Radio Tunisienne et Télévision Tunisienne
 - Radio tunisienne
 - Television tunisienne

Turkey

- Türkiye Radyo-Televizyon Kurumu

Ukraine

- Natsionalna Radiokompanya Ukrainy and Natsionalna Telekompanya Ukrainy

United Kingdom

- British Broadcasting Corporation
- United Kingdom Independent Broadcasting, comprising:
 - Independent Television: The Network Centre, grouping:
 - ITV Anglia Television
 - ITV Border Television
 - ITV Central Television
 - Channel Television
 - ITV Granada Television
 - STV Central
 - ITV Wales Television
 - ITV West Television
 - ITV London Television
 - ITV Meridian Television
 - STV Central
 - STV North
 - ITV Tyne Tees Television
 - Ulster Television
 - ITV Westcountry Television
 - ITV Yorkshire Television
 - Channel 4
 - Sianel 4 Cymru

Vatican State

- Radio Vaticana

ASSOCIATE MEMBERS

Australia

- Australian Broadcasting Corporation
- Free TV Australia
- Special Broadcasting Service Corporation

Bangladesh

- National Broadcasting Authority of Bangladesh

Brazil

- Rádio Cultura (Fundação Padre Anchieta)

Canada

- Canadian Broadcasting Corporation / Société Radio Canada

Chile

- Corporación de Televisión de la Universidad Católica de Chile (Canal 13)

China

- China Central Television

Cuba

- Instituto Cubano de Radio y Televisión

Georgia

- Rustavi 2
- Telemedi

Hong Kong

- Radio Television Hong Kong

India

- All India Radio

Iran

- Islamic Republic of Iran Broadcasting

Japan

- Fuji Television Network Inc.
- National Association of Commercial Broadcasters in Japan
- Nippon Hoso Kyokai
- TBS Television Inc.
- Tokyo FM Broadcasting Company

Korea (Republic of)

- Korean Broadcasting System

Malaysia

- Radio Television Malaysia

Mauritania

- Télévision de Mauritanie

Mauritius

- Mauritius Broadcasting Corporation

New Zealand

- Radio New Zealand
- Television New Zealand Ltd

Oman

- Public Authority for Radio and Television

South Africa

- South African Broadcasting Corporation

Syria

- Organisme de la Radio-Télévision Arabe Syrienne

United States

- American Public Media
- Capital Cities/American Broadcasting Companies Inc.
- CBS Corporation
- National Broadcasting Company Inc.
- National Public Radio
- New York Public Radio
- WFMT Radio Network

APPROVED PARTICIPANTS

- Abertis Telecom
- ARTE
- Catalunya Música
- Duna TV
- EuroNews
- JP "MRD" (Macedonia Broadcasting)
- Russian TV & Radio Broadcasting Network
- TV5 Monde

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 * 35 Associate Members in 21 countries
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